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INNOVATIVE LEADERSHIP MODEL IN MILITARY ORGANIZATIONAL TRANSFORMATION: A STUDY OF THE TERRITORIAL STAFF OF THE INDONESIAN AIR FORCE

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Abstract: Military organizations face growing pressure to adapt to rapidly changing strategic environments and digital transformation while maintaining hierarchy, discipline, and command effectiveness. This creates a fundamental leadership challenge: how to foster organizational innovation without undermining the principles of military command. This study examines the implementation of innovative leadership, identifies its supporting and inhibiting factors, and develops an innovative leadership model for organizational transformation within the Territorial Staff of the Indonesian Air Force. Using a qualitative approach, data were collected through in-depth semi-structured interviews with purposively selected internal and external stakeholders, non-participant observation, and document analysis. The analysis focused on six dimensions of innovative leadership: transformational vision, creative thinking, teamwork and participation, morality and accountability, risk management, and an innovative organizational climate. The findings reveal that innovative leadership practices have emerged but remain insufficiently institutionalized within the organizational system. Key supporting factors include leadership commitment, role modelling, organizational vision, command clarity, discipline, coordination, personnel participation, and risk management. Conversely, hierarchical culture, dependence on individual leaders, administrative orientation, limited opportunities for expressing ideas, and weak organizational learning constrain innovation. This study proposes the Adaptive Integrated Innovative Military Leadership Model, which embeds the six dimensions of innovative leadership within military command and organizational governance. The model offers a context-sensitive approach to achieving adaptive and sustainable military organizational transformation while preserving discipline, professionalism, and command effectiveness.

Keywords: Innovative leadership; military organizational transformation; military leadership; organizational adaptability; command system; indonesian air force.

INTRODUCTION

Military organizations operate in environments where leadership effectiveness depends on the ability to maintain discipline, ensure operational readiness, and respond to increasingly complex strategic challenges. Unlike civilian organizations, military institutions are structured around formal hierarchies, clearly defined authority, and established chains of command.

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These arrangements are essential for maintaining organizational order, accountability, and the effectiveness of military operations (Russo et al., 2024). However, the changing nature of the contemporary security environment requires military organizations to develop greater adaptability, creativity, and responsiveness (Zhou & Liang, 2025). Consequently, military leadership faces a significant challenge: promoting innovation and organizational transformation while preserving the fundamental principles of military command.

The contemporary strategic environment has become increasingly complex due to technological developments, digital communication, information disruption, and the emergence of non-conventional security threats (Miller, 2022). Military organizations are no longer required only to respond to conventional threats but must also anticipate challenges associated with cyber operations, information warfare, technological disruption, and rapidly changing public communication (MacDonald, 2021). These developments have expanded the demands placed on military institutions, particularly in terms of decision-making, coordination, information management, and organizational adaptability. Under these circumstances, established organizational routines may not always be sufficient to address emerging challenges. Military organizations therefore need leadership approaches that encourage continuous learning, creative problem-solving, and responsible innovation (Graff, 2021).

Organizational transformation in the military context, however, cannot simply adopt the organizational practices commonly applied in civilian institutions. Military organizations must maintain operational discipline, regulatory compliance, and command authority while developing more flexible ways of working (Rance, 2021). Innovation must therefore be understood not as a departure from military principles but as a means of strengthening organizational capabilities within the existing command structure. The central issue is how military leaders can create an organizational environment that encourages new ideas, collaboration, and adaptive responses without weakening authority, discipline, or accountability. This tension represents an important leadership problem that requires a context-sensitive approach (Rockwell, 2021).

Innovative leadership provides a relevant perspective for understanding this challenge. In general, innovative leadership refers to the capacity of leaders to establish a clear direction for change, encourage creative thinking, mobilize organizational members, and facilitate the development and implementation of new ideas (Pinsker, 2022). It involves more than individual creativity or the ability to introduce new programs. Innovative leadership also requires leaders to build trust, support collaboration, manage uncertainty, and establish organizational conditions in which innovation can be developed and sustained (McAuley, 2021). From this perspective, innovation is not merely an individual achievement but an organizational process that depends on leadership practices, institutional support, and the participation of organizational members (Taylor, 2021).

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The literature on innovative leadership and organizational change provides several important dimensions for understanding how innovation can be encouraged. This study adopts six interrelated dimensions: transformational vision, creative thinking, teamwork and participation, morality and accountability, risk management, and innovative organizational climate (Guelzo, 2022). Transformational vision concerns the leader's ability to communicate a clear direction for organizational change and ensure that members understand the purpose of transformation. Creative thinking emphasizes the capacity to identify problems, explore alternative solutions, and develop new approaches to organizational tasks. Teamwork and participation highlight the importance of collaboration and the involvement of personnel in organizational decision-making and problem-solving (Nolan, 2021).

The remaining dimensions address the institutional conditions required to sustain innovation. Morality and accountability ensure that new initiatives remain consistent with organizational values, ethical standards, and responsibilities. Risk management enables leaders to assess uncertainty, anticipate potential consequences, and pursue innovation through controlled and accountable processes (Ruchesi, 2023). Meanwhile, an innovative organizational climate reflects the extent to which organizational structures, communication practices, working relationships, and institutional culture support the expression and development of new ideas (Wakelam, 2023). Taken together, these dimensions suggest that innovative leadership requires an integrated relationship between leadership behaviour and organizational capacity.

These dimensions are particularly relevant to military organizations because innovation must operate within a framework of formal authority and institutional responsibility. A transformational vision, for example, must be translated into objectives that can be understood and implemented through the chain of command. Creative thinking needs to be encouraged while ensuring that proposed solutions remain consistent with operational requirements and applicable regulations. Similarly, personnel participation and teamwork must be developed through appropriate coordination mechanisms rather than by disregarding established authority. In this context, morality, accountability, and risk management are not obstacles to innovation; they provide the institutional safeguards that enable innovation to develop responsibly (Potter, 2021).

Previous research on leadership and innovation has generally examined relationships between leadership practices and organizational outcomes, including performance, employee commitment, job satisfaction, and innovation capacity (Moore & Beckett, 2022). Other studies have explored military leadership, organizational culture, creativity, and adaptation to changing strategic environments (Gardner et al., 2023). These contributions provide a useful foundation for understanding the relationship between leadership and organizational development. Nevertheless, an important issue remains insufficiently explored: how innovative leadership can be institutionalized within military organizations whose structures are characterized by hierarchy, discipline, and command-based decision-making (Mysliwiec et al., 2022).

In particular, the existing body of research provides limited empirical explanation of how military leaders translate innovative ideas into organizational practices, encourage personnel participation within hierarchical structures, overcome cultural and administrative constraints, and integrate innovation into formal organizational governance. The distinction is important because the presence of innovative leaders does not necessarily mean that an organization has developed a sustainable innovation capability (Dixon et al., 2025). When innovation depends primarily on the initiative of particular individuals, its continuity may be affected by leadership changes, differences in managerial priorities, or the absence of institutional mechanisms. Sustainable transformation therefore requires innovation to become part of organizational systems, working procedures, shared values, and governance arrangements (Smith et al., 2023).

This research gap is especially relevant to the Territorial Staff of the Indonesian Air Force. The Territorial Staff performs strategic and coordinating functions related to territorial development, policy formulation, planning, and coordination across organizational units. Its responsibilities also involve interaction with external stakeholders, including local government institutions and community elements. Such functions require effective communication, collaboration, and the capacity to respond to changing conditions in the surrounding environment. At the same time, the organization remains embedded in the formal military command system, where hierarchical relationships, regulatory requirements, and administrative procedures shape the way decisions are made and implemented (Segura et al., 2023).

This combination of strategic coordination and military command creates a distinctive setting for examining innovative leadership. The organization must respond to technological developments, changing patterns of public communication, and evolving strategic conditions while ensuring that its activities remain aligned with military regulations and institutional responsibilities. The challenge is not simply to encourage personnel to generate new ideas but to establish mechanisms through which ideas can be communicated, assessed, coordinated, implemented, and evaluated within the organizational system. Without such mechanisms, innovation may remain fragmented, dependent on individual initiatives, and difficult to sustain across leadership transitions (Young & Dulewicz, 2025).

Against this background, this study examines the implementation of innovative leadership in supporting military organizational transformation within the Territorial Staff of the Indonesian Air Force. It specifically investigates the existing practices of innovative leadership, identifies the factors that support and constrain its implementation, and develops a leadership model that reflects the organizational characteristics of the military environment. The study focuses on the interaction between leadership practices and institutional conditions, rather than treating innovation solely as an individual leadership attribute.

The study proposes the **Adaptive Integrated Innovative Military Leadership Model** as a context-sensitive approach to institutionalizing innovation within military organizations. The model integrates six dimensions of innovative leadership transformational vision, creative thinking,

teamwork and participation, morality and accountability, risk management, and innovative organizational climate into the military command system and organizational governance. Its central proposition is that innovation should move beyond dependence on individual leaders and become an organizational capability supported by shared vision, collaborative practices, institutional accountability, structured risk management, and an environment conducive to organizational learning.

The contribution of this study is twofold. Theoretically, it extends the discussion of innovative leadership by examining how its key dimensions can be integrated into a hierarchical and command-based military organization. Practically, it offers an organizational framework for strengthening adaptability and supporting sustainable transformation without compromising military discipline, professionalism, and command effectiveness. By examining the Territorial Staff of the Indonesian Air Force, this research seeks to provide an empirical understanding of how military organizations can reconcile the demands of innovation with the institutional principles that define their organizational identity.

METHODOLOGY

This study employed a qualitative research approach using a case study design to examine the implementation of innovative leadership in supporting military organizational transformation. A qualitative approach was considered appropriate because the research sought to understand leadership practices, organizational interactions, institutional culture, and the experiences of individuals involved in the implementation of organizational change (Goates & Hunsaker, 2024). Rather than measuring relationships between variables, the study focused on developing an in-depth understanding of how innovative leadership operates within a hierarchical military organization and how its practices can be strengthened through an organizationally relevant leadership model.

The research was conducted at the Territorial Staff of the Headquarters of the Indonesian Air Force (Mabes TNI AU) in Jakarta, Indonesia. This site was selected because the Territorial Staff plays a strategic role in policy formulation, strategic planning, coordination, and the supervision of territorial development across the Indonesian Air Force. Its organizational responsibilities involve both internal coordination and engagement with external stakeholders, making it a relevant setting for examining the relationship between military leadership, organizational governance, and institutional adaptation. The research focused on six dimensions of innovative leadership: transformational vision, creative thinking, teamwork and participation, morality and accountability, risk management, and innovative organizational climate.

Informants were selected purposively based on their positions, responsibilities, professional experience, and involvement in territorial functions or cooperation with external stakeholders (Garcia, 2022). The participants represented both internal and external organizational perspectives. Internal informants included the Deputy Assistant for Territorial Affairs to the Chief of Staff of the Air Force (Waaster Kasau), relevant section heads within the Territorial Staff, namely Paban

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I/Planning, Paban III/Territorial Development, and Paban IV/Social Communication, as well as Air Base Commanders (Danlanud). External informants comprised academics or defense experts, local government representatives, and community leaders involved in or familiar with territorial activities. This selection was intended to capture diverse perspectives on leadership implementation, organizational constraints, supporting conditions, and the requirements for developing an appropriate military leadership model.

Data were collected through semi-structured in-depth interviews, non-participant observation, and document analysis (Park & Yang, 2025). Interviews explored informants' experiences, perceptions, and assessments of innovative leadership practices and organizational transformation. Non-participant observation was conducted to examine communication patterns, coordination processes, personnel participation, the development of new ideas, and the implementation of territorial functions. Relevant activities included internal coordination meetings, social communication activities, territorial potential development, and the use of information technology. Document analysis involved reviewing organizational regulations, standard operating procedures, activity reports, task guidelines, planning and evaluation documents, and relevant official publications. The researcher served as the primary research instrument, supported by interview guidelines, observation notes, and document review procedures.

Data analysis was conducted through data condensation, data display, and conclusion drawing and verification (Comlek, 2025). Interview transcripts, observation records, and documents were examined and organized according to relevant themes, including the implementation of innovative leadership, supporting and inhibiting factors, and the development of an integrated leadership model. The resulting information was presented descriptively and thematically to identify patterns, compare perspectives among informants, and examine relationships across data sources. Conclusions were subsequently developed and verified through repeated examination of field evidence and comparisons between interviews, observations, and documents.

To strengthen research credibility and trustworthiness, the study applied source and methodological triangulation by comparing information obtained from different informants and data collection techniques. Additional procedures included member checking and systematic documentation of the research process (Kim, 2023). The study also considered transferability, dependability, and confirmability by providing contextual descriptions, maintaining records of research procedures, and ensuring that interpretations and conclusions were grounded in empirical evidence. These procedures provided the basis for developing a context-sensitive model of innovative leadership for military organizational transformation within the Indonesian Air Force.

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RESULT AND DISCUSSION

Result

The findings reveal that innovative leadership within the Territorial Staff of the Indonesian Air Force has developed in response to changing strategic environments, digitalization, and the increasing need for effective territorial engagement. However, its implementation remains uneven and has not been fully institutionalized across the organization. The organization is currently experiencing a transition from leadership-driven change towards a more systematic and sustainable form of organizational transformation. This transition reflects the challenge of balancing military hierarchy, discipline, and command effectiveness with the flexibility required to encourage innovation.

Among the six dimensions examined, transformational vision emerged as a particularly influential driver of organizational change. Leadership has provided a clearer direction for adapting territorial functions to emerging strategic demands. This shift is reflected in greater attention to cooperation with local governments, educational institutions, community organizations, and local stakeholders. Territorial development is increasingly understood not merely as a routine administrative activity but as a strategic function that contributes to regional resilience and national defence preparedness. Nevertheless, the internalization of this vision remains uneven across organizational levels. Differences in understanding between leaders and implementing personnel, together with dependence on individual leadership figures, continue to limit the institutionalization of the transformation agenda.

The findings also indicate progress in creative thinking, teamwork and participation, morality and accountability, and risk management. Creative approaches have begun to emerge in responding to organizational challenges, while coordination and cooperation support the implementation of territorial programmes. Personnel participation and leadership commitment provide important foundations for collaborative problem-solving. At the same time, ethical conduct, accountability, and risk management help ensure that organizational changes remain consistent with military regulations, professional standards, and operational responsibilities. However, these practices have not yet developed into a fully integrated innovation system. Opportunities for expressing constructive criticism, sharing knowledge across work units, and learning from unsuccessful initiatives remain limited.

The organizational climate presents a distinctive tension between military discipline and the need for creativity. The hierarchical command structure provides clarity, stability, and accountability, but excessive reliance on vertical communication and compliance may restrict the exchange of ideas. Openness to innovation is present, particularly when supported by organizational leaders, yet it remains conditional and strongly influenced by leadership style. The tendency to prioritize harmony over constructive criticism, avoid failure, and depend on individual initiatives indicates that psychological safety and organizational learning require further strengthening.

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Several factors support the implementation of innovative leadership, including a clear organizational vision, leadership commitment and role modelling, an established command system, organizational discipline, coordination, personnel participation, evaluation mechanisms, and risk management. Conversely, the principal barriers include hierarchical culture, dependence on individual leaders, administrative-oriented accountability, limited opportunities to communicate ideas, inadequate knowledge sharing, and gaps between changing organizational needs and existing regulations. These findings suggest that the main challenge is not the absence of command structures, but the need to manage them in ways that accommodate innovation without weakening military discipline.

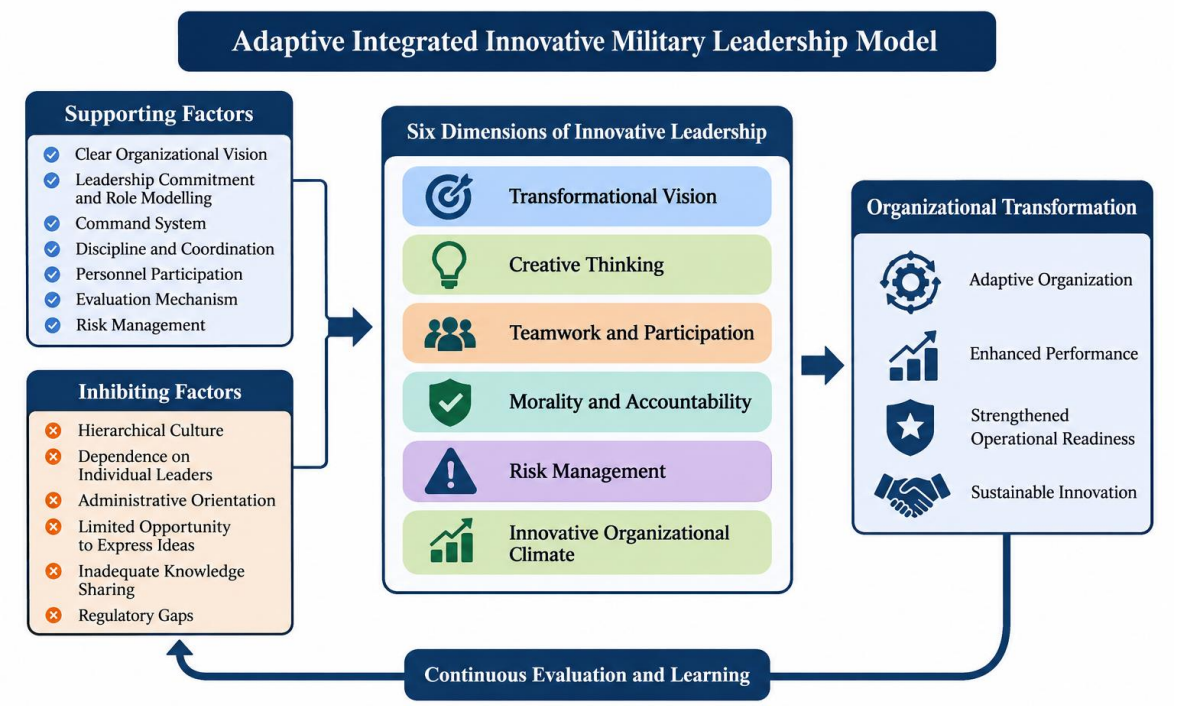


Figure 1. Empirical Findings on Supporting and Inhibiting Factors and the Six Dimensions of Innovative Leadership in the Territorial Staff of the Indonesian Air Force.
Source: Authors' analysis based on the research findings (2026).

Based on these findings, the study develops the Adaptive Integrated Innovative Military Leadership Model. The model integrates six dimensions of innovative leadership into the existing military command system and organizational governance. Its central orientation is to transform innovation from an individual leadership initiative into an institutional organizational capability. Under this model, transformational vision becomes a shared organizational commitment, creativity is supported by systematic innovation processes, collaboration extends across functional boundaries, accountability emphasizes strategic performance, risk management enables measured experimentation, and innovation becomes part of organizational culture. The model therefore provides a context-sensitive framework for promoting adaptive and sustainable military transformation while maintaining professionalism, discipline, and command effectiveness.

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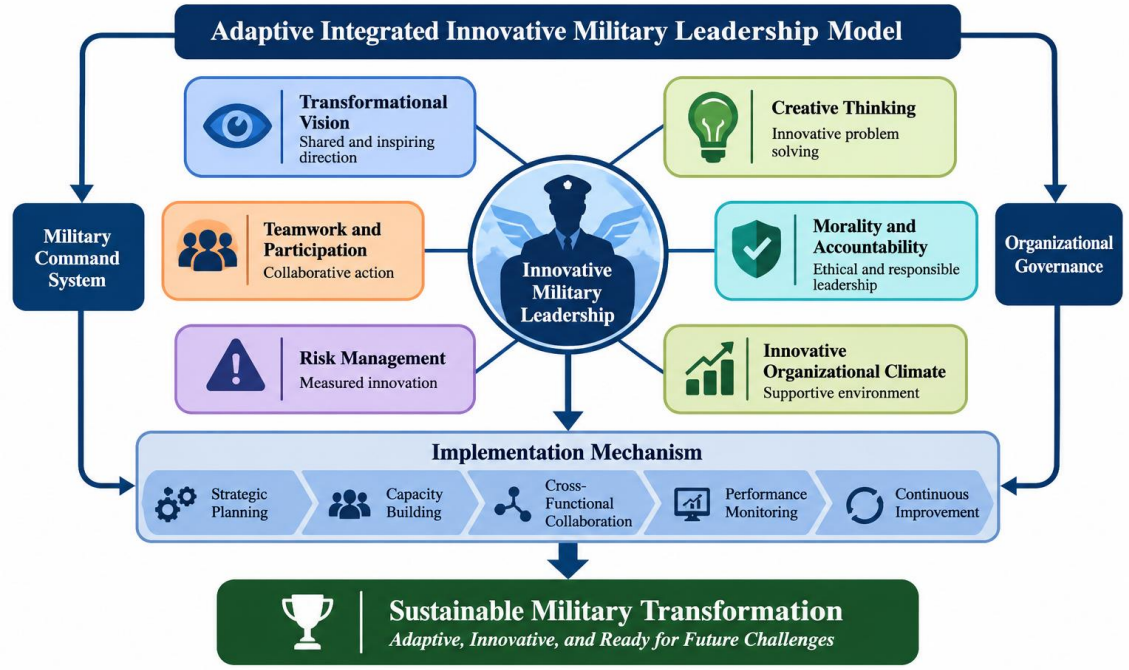


Figure 2. The Adaptive Integrated Innovative Military Leadership Model.
Source: Authors' analysis based on the research findings (2026).

Discussion

The findings demonstrate that innovative leadership in military organizations should not be understood as an effort to reduce hierarchy or weaken command authority. Rather, it requires the capacity to integrate innovation into existing organizational structures while maintaining discipline, accountability, and operational effectiveness. The experience of the Territorial Staff of the Indonesian Air Force illustrates that military transformation involves more than adopting new approaches or technologies. It also requires changes in leadership practices, organizational culture, communication patterns, and institutional mechanisms. The central challenge is therefore how to develop organizational adaptability without compromising the fundamental principles of military organization.

The prominent role of transformational vision indicates that organizational change requires a clear strategic direction supported by consistent leadership commitment. However, the findings suggest that a vision communicated by senior leaders does not automatically become a shared organizational commitment. Differences in understanding across organizational levels may create gaps between strategic intentions and daily implementation. Consequently, transformational leadership must move beyond articulating a vision towards embedding it in organizational policies, work processes, and collective responsibilities. This transition is particularly important in military institutions, where continuity of transformation should not depend exclusively on the tenure or personal initiative of individual commanders.

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The relationship between creative thinking, teamwork, and participation further highlights the importance of balancing command-based coordination with opportunities for collective problem-solving. Military hierarchy provides clear authority and responsibility, but innovation also requires personnel to contribute ideas and exchange knowledge. The findings indicate that participation remains vulnerable when communication is predominantly vertical and openness is conditional. A more effective approach is to establish structured opportunities for personnel to propose improvements, collaborate across functional units, and participate in organizational learning while respecting formal command procedures. In this respect, participation should become an institutional mechanism rather than an initiative that depends on particular leaders.

Morality and accountability, together with risk management, provide an essential foundation for responsible innovation. In military organizations, innovative initiatives must remain consistent with regulations, professional standards, and organizational responsibilities. Nevertheless, accountability that focuses excessively on administrative compliance may discourage experimentation and constructive problem-solving. Similarly, risk management should not be limited to avoiding potential errors. It should also enable the organization to assess possible consequences, learn from experience, and implement improvements through controlled processes. This approach allows innovation to develop within clearly defined institutional boundaries.

The findings also establish that an innovative organizational climate connects and sustains the other dimensions of innovative leadership. A shared vision, creative thinking, collaboration, accountability, and risk management cannot produce lasting transformation if they are not supported by an organizational culture that encourages communication, knowledge sharing, and continuous learning. The tension between discipline and creativity should therefore be addressed through measured flexibility, constructive feedback, and organizational openness rather than by changing the military command structure itself.



Figure 3. Discussion Findings and Their Implications for Military Transformation.
Source: Authors' analysis based on the research findings (2026).

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The Adaptive Integrated Innovative Military Leadership Model responds to this challenge by shifting the orientation of leadership from individual-driven innovation towards institutionalized innovation. Its contribution lies in integrating the six dimensions into military command and organizational governance. Transformational vision becomes shared vision; creativity develops beyond incremental improvements; participation becomes system-based; accountability emphasizes strategic performance; risk management incorporates organizational learning; and innovation becomes a sustained organizational culture. Thus, the model offers a context-sensitive framework for strengthening military adaptability and ensuring that organizational transformation continues beyond changes in individual leadership. Its broader relevance lies in demonstrating how disciplined, hierarchical institutions can develop sustainable innovation while preserving their essential organizational characteristics.

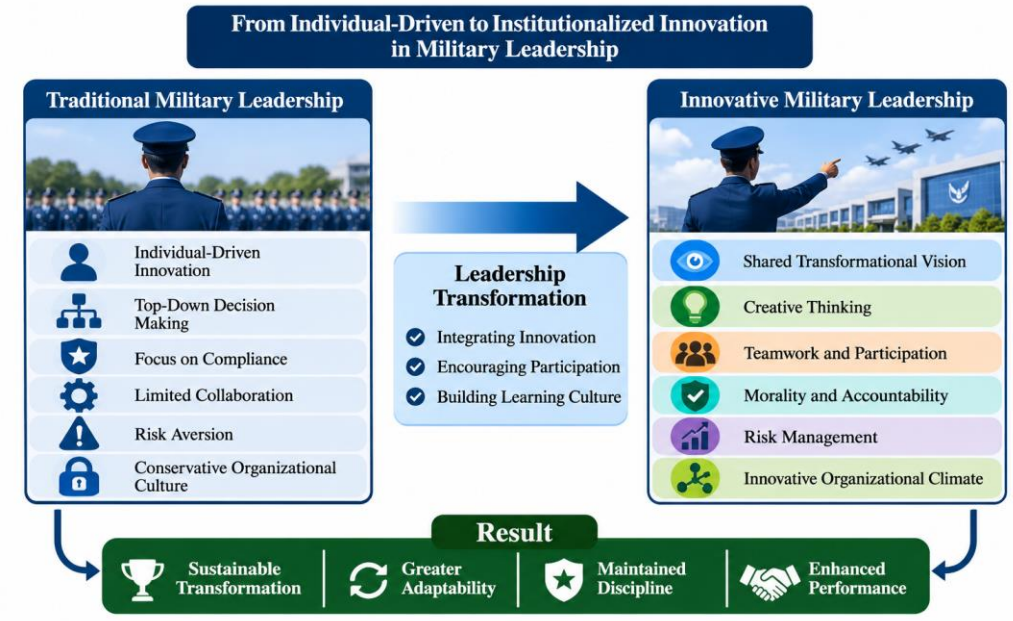


Figure 4. The Paradigm Shift in Military Leadership for Organizational Transformation.
Source: Authors' analysis based on the research findings (2026).

CONCLUSION

This study concludes that innovative leadership within the Territorial Staff of the Indonesian Air Force has begun to support organizational transformation, but its implementation remains uneven and insufficiently institutionalized. Innovative practices are still influenced by individual leadership initiatives rather than consistently embedded in organizational policies, work processes, and shared routines. The central challenge is therefore to make innovation a sustainable organizational capability while preserving hierarchy, discipline, professionalism, and command effectiveness.

The study identifies six interrelated dimensions of this capability: transformational vision, creative thinking, teamwork and participation, morality and accountability, risk management, and an innovative organizational climate. Leadership commitment, role modelling, organizational

vision, clarity of command, discipline, coordination, personnel participation, and evaluation mechanisms provide important foundations. However, hierarchical culture, dependence on individual leaders, administrative orientation, limited opportunities to express ideas, knowledge-sharing gaps, and weak organizational learning continue to constrain transformation.

In response, the study proposes the Adaptive Integrated Innovative Military Leadership Model. It emphasizes a shared transformational vision, a shift from incremental to transformational innovation, system-based participation, strategic accountability, risk learning, and a learning-oriented innovative climate. These dimensions are designed to function as an integrated framework within military command and organizational governance, rather than as separate leadership initiatives. The model connects adaptability and innovation with the institutional requirements of military organizations. Its implementation requires sustained leadership commitment, supportive organizational mechanisms, and continuous evaluation so that innovation can endure beyond leadership changes and personnel rotations. Ultimately, sustainable transformation depends on institutionalizing innovation without compromising the core principles of military organization and overall operational readiness.

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